

H A R V A R D | B U S I N E S S | S C H O O L

Refocusing Distinctive Capabilities: Strategic Shifts in Baker Library Services

Columbia Research Symposium
March 12, 2010

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Presentation Overview

1. Context for the Strategic Shifts

- Mission
- Enduring goals
- Precursors to Success

2. Developing New Capabilities

- Research Support Continuum
- Research Services Model
- Project Management Office
- Collaborative Research Environment

3. Next Steps



We support Harvard Business School's mission by
enabling the creation and exchange of ideas, expertise and
information

Enduring Goals

- 1. Deliver the greatest possible value to KLS's customers by integrating our expertise and resources in support of their teaching, learning, and research.**
- 2. Build and enrich a knowledge and information ecosystem that delivers what the customer needs when they need it, seamlessly.**
- 3. Be the “trusted advisor” for HBS in knowledge, information and learning practices.**

Setting the Context: KLS Strategic Shifts

Strategic Shifts	FY07	FY08	FY09	FY10 Targets
Integrate with Research and Course Development	3 pilot MBA projects	34 projects Model developed	Develop - 9 Revise - 9 Enhance - 60	10% Growth Focus MBA and Exec Ed
Organize the School's priority information	Catalog books Socialize information management	Catalog electronic information: Institutional Memory (IM) Information Lifecycle Management Program	IM and Centennial Assets Scholarly Asset Standards for SharePoint (Intranet)	Scholarly Assets Information management standards and governance Expert resource
Develop an enterprise Web service	Ad hoc – mainly work for KLS	iTRAC 89 projects	74 + projects Intranet Program Office	Transferred to ITG
Move to electronic products and services	Status Quo 2.5X \$ electronic vs. print	First Knowledge Center – BBOP HC web properties 2.9X \$ electronic vs. print	Institutional Memory Agribusiness KC OPM eBaker 2.9X \$ electronic vs. print*	Deliver our products in SharePoint 2.3X \$ electronic vs. print*
Support Global Research and Education	No Focus	European universities Research Centers Global content (China, India)	Chinese Universities Harvard collaborations Launch GKEN – 40 269 global research reqs	GKEN + China , Europe, India China Knowledge Center
Increase reach of faculty knowledge dissemination	Working Knowledge (WK) website and newsletter	WK for Exec Ed, Publishing, news media WK moved to daily content	Economic Crisis site WK for School's Initiatives Align with HBS Marketing Scholarly Communications Task Force	Strategy for knowledge dissemination WK stakeholder analysis “Platform” management Healthcare collaboration Scholarly Communications

Precursors to Success

- **Professional graduate school program only**
- **Single-focus teaching model (case method)**
- **Entrepreneurial faculty (open to innovation)**
- **High ratio of professional to paraprofessional staff**
- **Change mandate from Dean's Office**

Overarching Goal

Leverage our distinctive capabilities through strategic shifts aligned with HBS priorities in order to institutionalize the integration of research and course development , creating greater value for our faculty, students, and community.

New Capabilities – Enabling the Shift

- 1. Research Support Continuum – shift in focus from reference to research**
- 2. Service Delivery Model – staff and procedural shifts to support research**
- 3. Project Management Office – new individual and organizational capabilities to support project-driven work**
- 4. Collaborative research and course development environment – introduction of new technology**

Research Support Continuum

Tier 0

- Self Service
- Provide me with tools to find resources

Tier 1

- Ready Reference
- Point me in the direction of resources I can use myself

Tier 2

- In-Depth Reference
- Help me find resources for a complex question

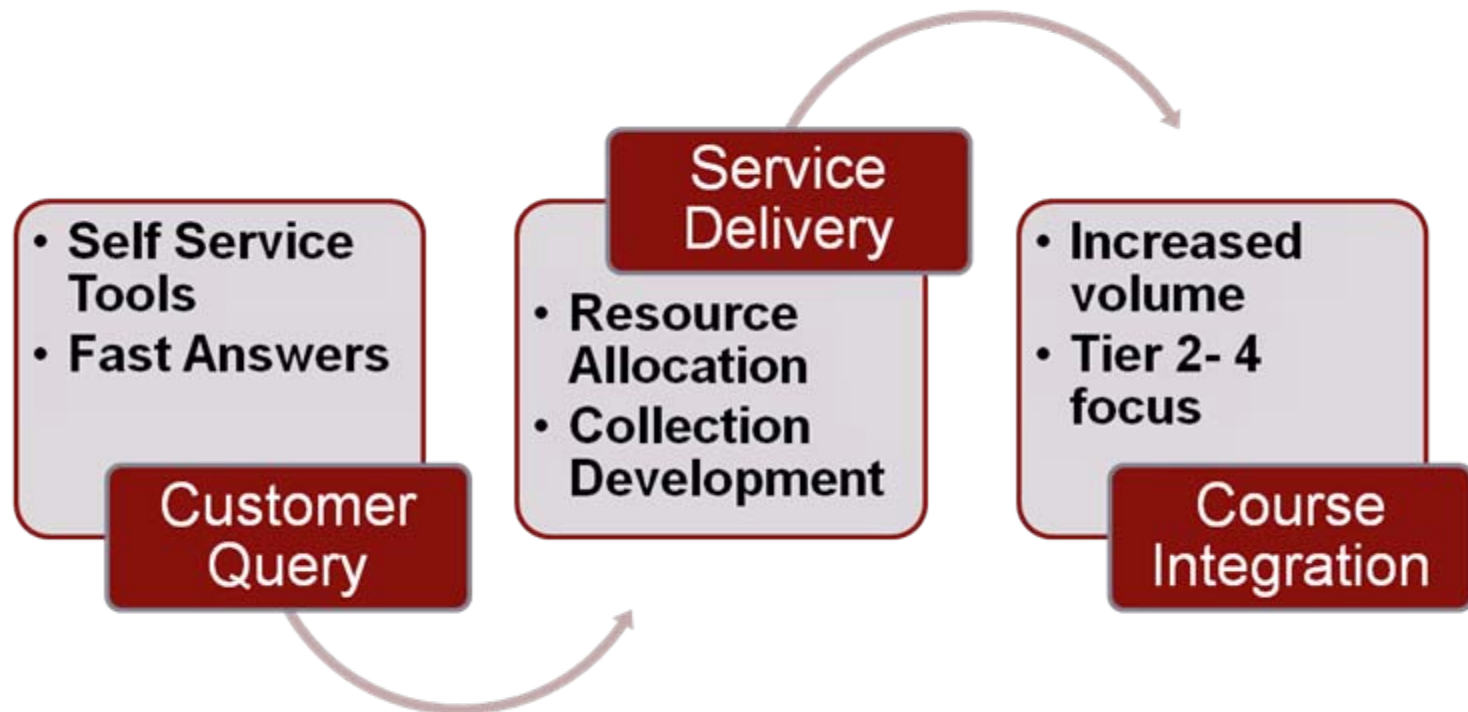
Tier 3

- Consultation
- Help me find and use resources for a complex question

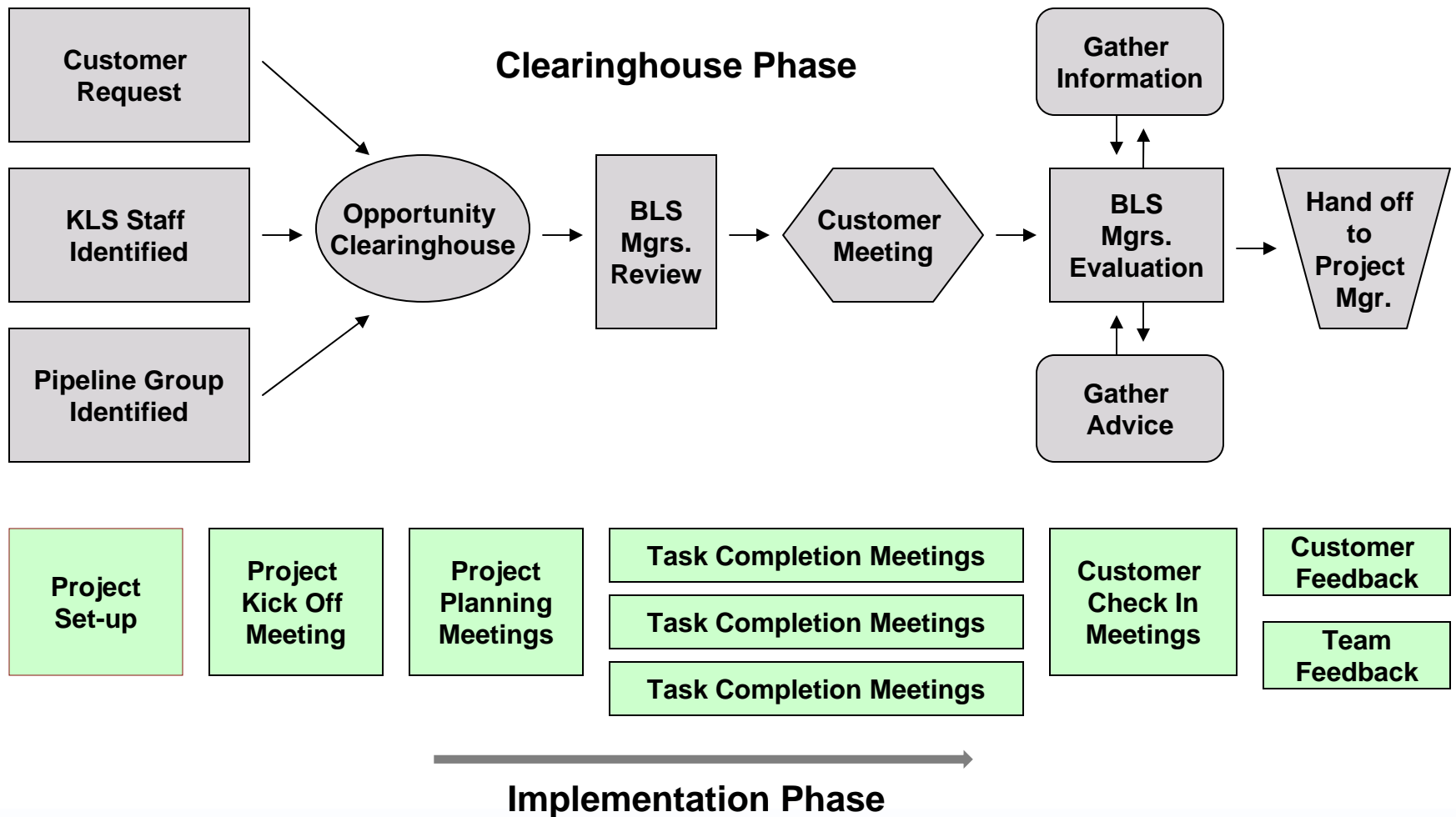
Tier 4

- Knowledge Creation
- Help me analyze information and create new knowledge

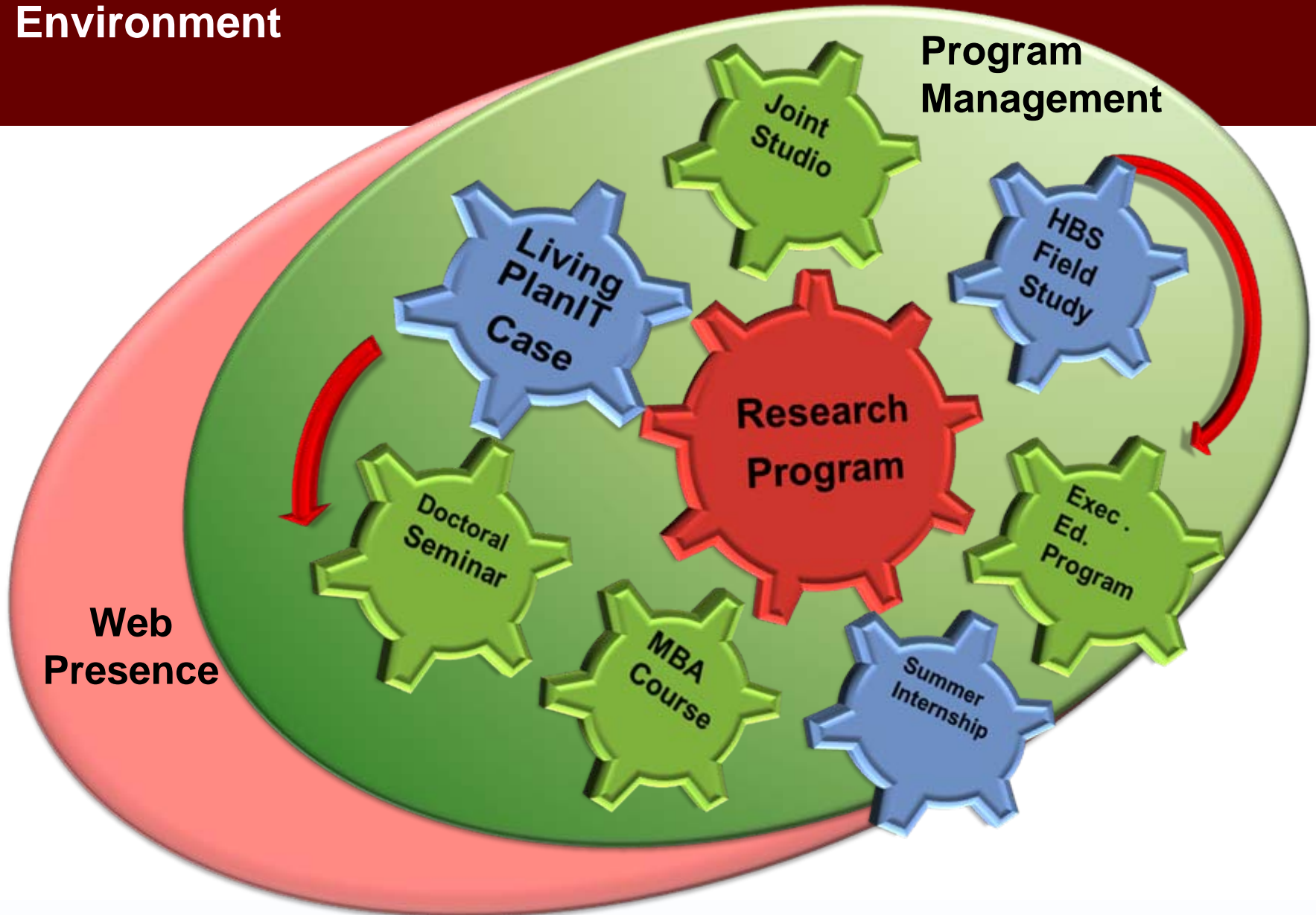
Research Services Model



BLS Project Management Office



Collaborative Research & Course Development Environment



Next Steps

- 1. Continue to develop individual capabilities: research support, course development, project management, subject matter expertise, collaborative research environments and digital scholarship**
- 2. Build out research and course development toolkit: self-service tools, project templates, resource allocation, assessment approach**
- 3. Expand targeted marketing and outreach approach**
- 4. Develop broader knowledge sharing community**
- 5. Position for new Dean**

Contact Information

Thank you !

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